

# SEASALT

## CORNWALL

### SEASALT LIMITED - GENDER PAY GAP 2025

#### **Introduction to Seasalt**

Seasalt is a contemporary Cornish clothing brand designing creative, considered clothing for all. As one of Cornwall's largest employers, with over 1200 employees in the UK, and more than 1300 globally, we are required to undertake statutory Gender Pay Gap reporting in the UK.

We are proud of the diversity of our global workforce and we recognise and celebrate human diversity and hold our inclusive practice to a high standard through reflection and accountability.

For transparency, 95% of our employees are based in the UK and therefore our report represents our UK employees only.

#### **Reporting Methodology**

Gender pay gap reporting should not be confused with equal pay, which considers whether individuals undertaking the same or comparable roles receive the same pay.

Pay gaps are calculated using mean (average) and median (midpoint) hourly pay, and bonus pay data as at 5 April each year. A positive figure indicates female employees are paid less than males; a negative figure indicates the reverse. A 0% gap represents full parity. All calculations follow the statutory Gender Pay Gap Reporting Regulations, including the treatment of bonus payments and the use of post-salary sacrifice pay.

Gender Pay Gap reporting uses the binary sex categories 'male' and 'female', which are applied consistently throughout this section to ensure clarity and accuracy. We recognise that this categorisation may not necessarily align with everyone's views or experiences.

## Gender Pay Gap Headlines

<p>Mean Gender Pay Gap</p> <p><b>23.0%</b> ↓</p> <p>(2024: 27.5%)</p>	<p>Median Gender Pay Gap</p> <p><b>6.4%</b> ↓</p> <p>(2024: 10.6%)</p>	<p>Mean Bonus Pay Gap</p> <p><b>92.1%</b> ↑</p> <p>(2024: 84.3%)</p>	<p>Median Bonus Pay Gap</p> <p><b>0.0%</b> ↔</p> <p>(2024: 0.0%)</p>
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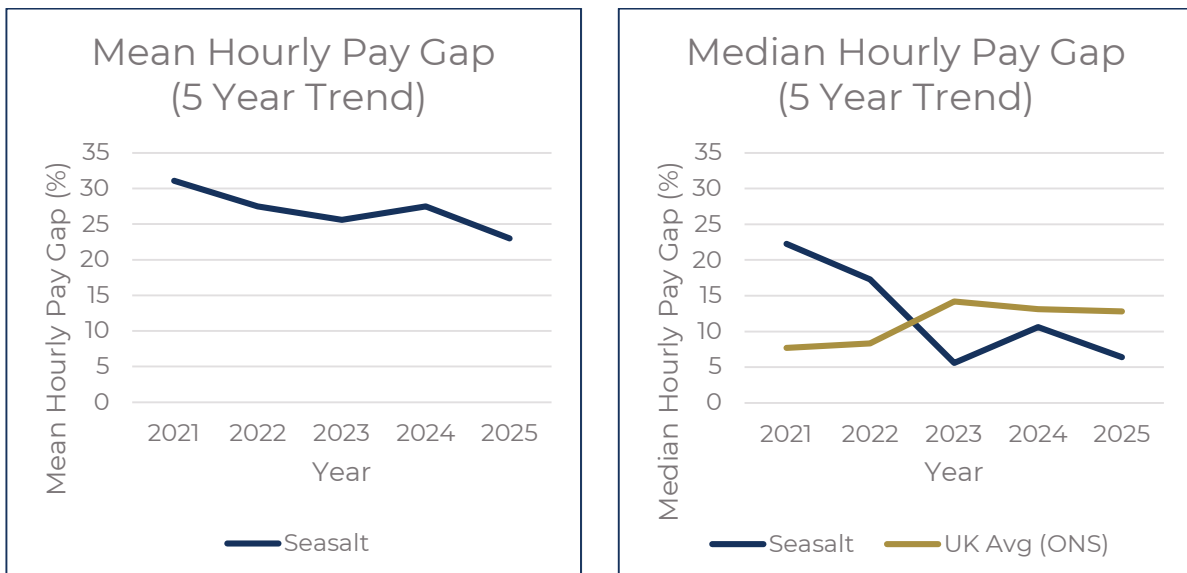
We are pleased our Gender Pay Gap figures for 2025 have improved versus 2024, set against a relatively stable national median gender pay gap.

Gender representation across pay quartiles remains largely proportionate to our overall gender split, with the exception of the upper quartile which remains unchanged. At the lower middle pay quartile, our results are now more balanced, moving from 91% female representation in 2024 to 87% female in 2025. We have also now achieved equal representation by gender at executive level.

## Detailed Results

### Mean and Median Pay Gap

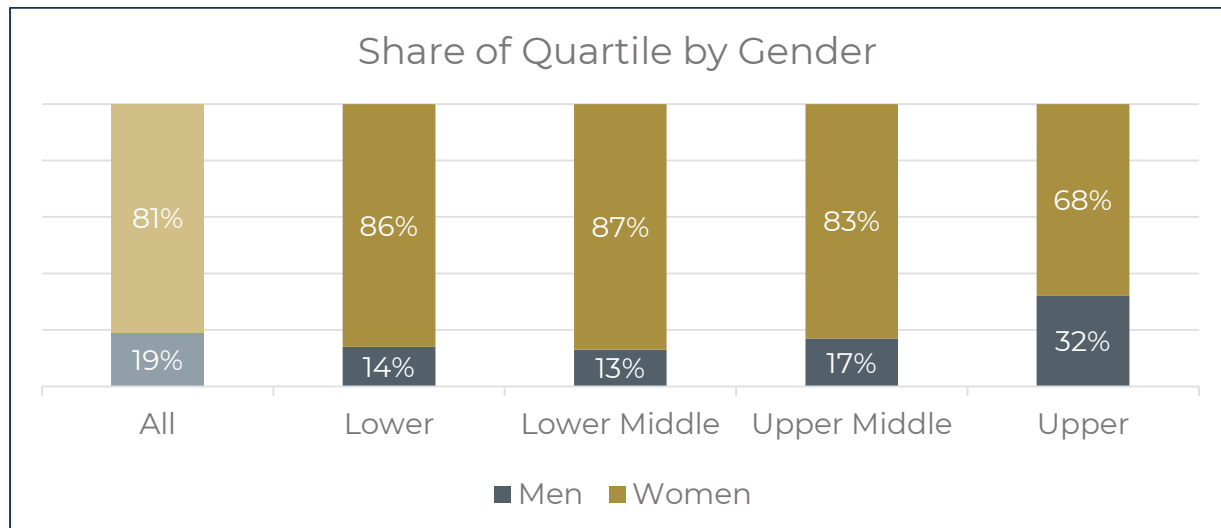
Both our median and mean hourly pay gaps have improved since 2024. ONS provide national benchmarking data for the median gender pay gap but not for the mean. This section therefore uses national median figures for context, alongside Seasalt's year-on-year trends.



The mean hourly pay gap for UK employees has narrowed by 4.5 percentage points to 23.0% (from 27.5% in 2024).

The median hourly pay gap for UK employees has also narrowed, improving 4.2 percentage points to 6.4% (from 10.6% in 2024), this compares to a nationally reported median gap of 12.8% in 2025, and is consistent with changes in gender representation across different parts of the organisation.

## Pay Distribution



The pay quartile chart ranks all employees' hourly pay from lowest to highest, then divides them into four equal groups. Despite achieving gender equality at executive level, and a two-thirds majority of female employees in the upper quartile, a disproportionately high number of male employees continue to be represented in the upper quartile, leading to a persistently significant pay gap. This distribution remains relatively unchanged from last year.

While Seasalt's Head Office workforce is itself majority female, the overall distribution shows that the majority of female employees across the organisation are employed in shop-based roles. As a result, female employees are more likely to be concentrated in lower pay quartiles, while male employees are proportionately over-represented in higher-paid roles, contributing to the gender pay gap.

To provide a sharper structural view of the pay quartile patterns described above, we have examined gender composition within each of Seasalt's bands. This analysis shows the proportion of roles within each of Seasalt's broad job bands held by male and female employees. These bands group roles with similar types of responsibility but are not a hierarchical progression structure.

<b>Gender split by Seasalt Band</b>	<b>% Male</b>	<b>% Female</b>
<b>Band 1</b>	14%	86%
<b>Band 2</b>	19%	81%
<b>Band 3</b>	32%	68%
<b>Band 4</b>	36%	64%
<b>Band 5</b>	48%	52%
<b>Executive Board</b>	50%	50%

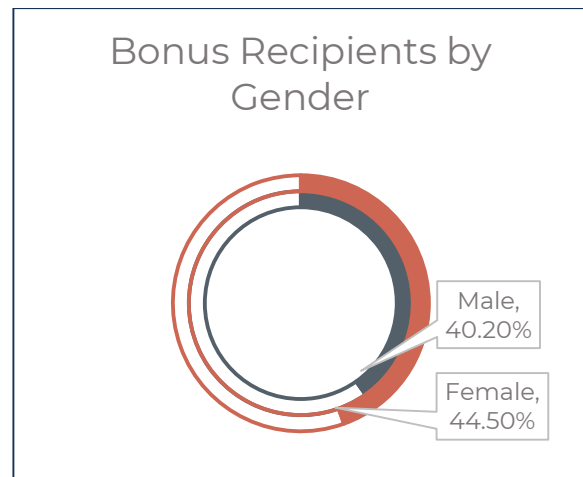
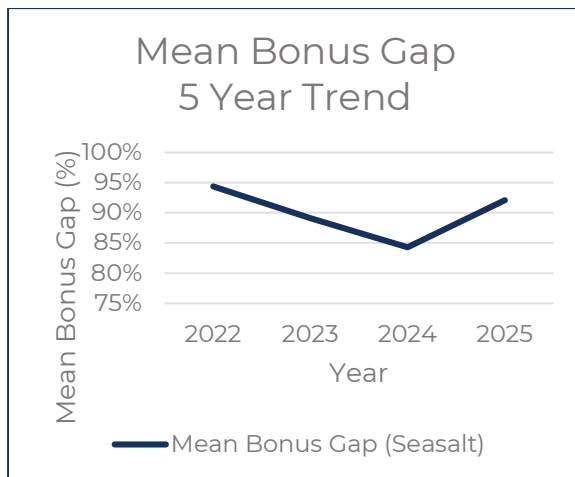
The band-level view broadly reflects the quartile analysis. Female employees make up a higher share of roles within bands associated with shop-based responsibilities, while male employees hold a higher share of roles in bands associated with specialist or senior responsibilities. As these bands are not a progression ladder, this should be understood as a descriptive pattern rather than a structural hierarchy.

This analysis suggests that differences in representation across broad job bands remain a contributing structural factor to the pay gap. Across all line management roles (defined as roles with at least one direct report), 20% of female employees hold such a position (184 out of 943), compared to 29% of male employees (66 out of 224). This represents a slight but positive shift from last year (18% and 28% respectively).

Working patterns also remain a relevant factor in understanding access to progression. Female employees are almost four times more likely to work part time than male employees (59% compared with 13%). Evidence consistently shows that part-time working is associated with reduced access to progression opportunities in many organisations, which can contribute to observed pay gaps. Within Head Office, 18% of roles are part time but only 11% of these roles are held by male employees. This imbalance will be an important consideration in future analysis of progression and social mobility.

In addition to caring responsibilities, health and life-stage factors may also influence working patterns and progression for some employees. Health considerations, including menopause and conditions such as endometriosis, can affect attendance, flexibility needs, and career trajectories if not appropriately supported. Seasalt has undertaken significant work on menopause awareness and ensuring support over the last two years.

## Bonus Pay Gap



Seasalt does not operate a formal bonus scheme. Under the statutory Gender Pay Gap Reporting Regulations, all one-off recognition payments and refer-a-friend payments must be classed as bonuses and calculations must use post-salary-sacrifice earnings. There must also be no adjustment for part-time working. These rules create distortion in organisations where a very small number of senior employees receive higher value payments, as these outliers disproportionately increase the mean bonus gap.

At Seasalt, the statutory calculation method is the primary driver of the reported mean bonus gap of 92.1%, rather than the underlying pattern of bonus awards. When we remove our executive team from the mean bonus gap analysis, it drops to 8.4% with the median bonus gap remaining at 0%.

The median bonus gap is a more stable measure as it is unaffected by outliers, and we are pleased that this has remained at 0% for the second-year running, with both the male and female amount being £20.

We can also see that similar proportions of males and females received a payment classed as a bonus this year as last, covering 44.5% of females and 40.2% of males.

## Summary

The gender pay gap results for this reporting period show improved mean and median hourly pay gaps compared to 2024 and continuation of our median bonus gap of 0%.

The analysis confirms that Seasalt's gender pay gap remains primarily driven by the concentration of female employees in lower-paid roles, and may also be influenced by differences in line management patterns and the continued gendered distribution of part-time working.

Modest positive movement has been observed in representation at senior and line management levels, with further insight being required to understand progression pathways in more detail.

## **Declaration**

I confirm that the information and data reported is accurate as of the snapshot date of 5th April 2025.

Signed by:

*John Govier*

John Govier

Chief People and Retail Officer

Review date: March 2027